



# ***Rochester, Minnesota Market-Based Downtown Plan***

*prepared for the*  
**City of Rochester, Minnesota**  
*by*  
**Progressive Urban Management  
Associates**  
*and*  
**Ray Real Estate Services**

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# *Objectives*

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- ◆ Create a distinct identity that strengthens downtown.
- ◆ Identify market-driven opportunities to improve, manage and sustain downtown Rochester.
- ◆ Identify additional business and development opportunities, including housing.
- ◆ Strengthen organizational marketing, business development and management programs.
- ◆ Engage downtown stakeholders in a participatory process that builds “ownership” in a shared vision for the future.

# *Overview of the Plan* ➤

*Part I: Competitive Analysis*

*Part II: Niche and Development Strategies*

*Part III: Recommendations for Moving Forward*

# *Competitive Analysis Components*

- ◆ Economic Profile
- ◆ Downtown Retail Audit
- ◆ Competitive Retail Environment
- ◆ Interviews, Roundtables, Mayo Focus Groups and the Downtown Planning Task Force
- ◆ Community Attitudes Survey

# *Key Conclusions*

- ◆ The eyes of Rochester are focused on its Downtown
- ◆ Rochester understands the importance of a vital downtown
- ◆ Downtown has access to several existing robust local markets
- ◆ Overall, Rochester retail is bland and one-dimensional
- ◆ Providing a unique, vibrant “urban experience” is a differential advantage for downtown

# *Key Conclusions*

- ◆ Downtown's existing infrastructure can accommodate additional night and weekend activities
- ◆ Downtown must reclaim its street appeal and sense of place
- ◆ Downtown needs a stronger private/public champion
- ◆ The timing is right to make downtown more attractive, inviting, fun and livable

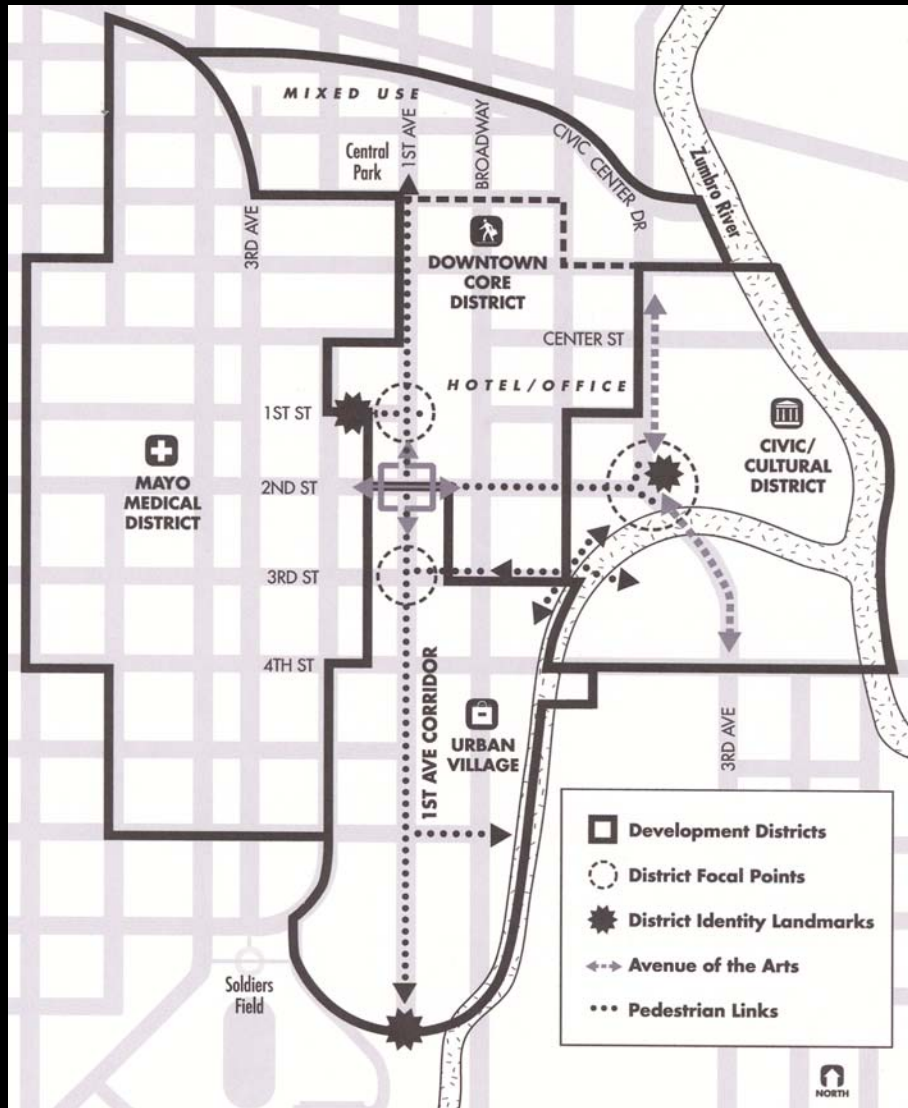
# ***Recommended Niche Strategy***



***Downtown  
Rochester should  
position itself as a  
unique, vibrant  
urban experience –  
a central gathering  
place for the  
community that is  
attractive, inviting,  
fun and livable.***



# *Downtown Development Districts*



- ◆ build on history and inherent strengths
- ◆ capitalize on anchors and connect attractions
- ◆ make downtown functional and easy to use
- ◆ respect the scale and expectations of the marketplace





# ***Downtown Core District***

*The traditional center of business and commerce*

## ***Hotel/Office Sub-Area***

- ◆ retain character of larger buildings, parking structures
- ◆ prioritize completion of skywalks, tunnels
- ◆ develop an active civic space, streetscaping , pedestrian connections

## ***Mixed-Use Sub-Area***

- ◆ preserve historically significant buildings
- ◆ encourage mixed-use development







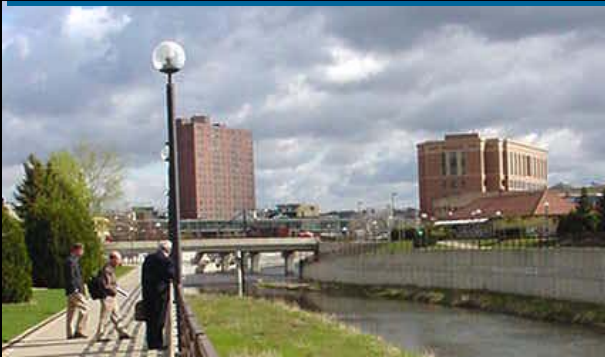








# *Civic / Cultural District*



*Provides much of downtown's existing "vibrancy"*

- ◆ create an "Avenue of the Arts" with a distinctive, visual focal point
- ◆ enhance street level relevancy of the library
- ◆ create an "arts walk" between parking structures and cultural destinations
- ◆ create stronger pedestrian crossing zones in the district







# *Urban Village District*

*The potential for a mixed-use urban neighborhood*

- ◆ 1<sup>st</sup> Avenue corridor development designed to activate the street
- ◆ continuation of angle parking south of 4<sup>th</sup> Street, with “bulb-outs”
- ◆ new entry at Soldiers Field Memorial Park, installation of visual focal point
- ◆ protect historic buildings in district
- ◆ skywalks should be discouraged from this entire district









# *Overall Implementation Gameplan*

*To create a physical and investment environment to strengthen downtown as a central gathering place for Rochester:*

- ◆ six to eight new restaurants/entertainment venues
- ◆ stabilize the Galleria
- ◆ encourage the development of hundreds of new housing units
- ◆ retain downtown's primary employers, and recruit at least one new major employer annually
- ◆ strengthen and grow downtown's existing anchors

# *Suggested Roles and Responsibilities*

*An interdependent “three-legged stool” of entities is required to collaborate on downtown improvements...*



# *Suggested Roles and Responsibilities*

## *Downtown Rochester Alliance/ Downtown Business Improvement District*



- ◆ a new private/public partnership
- ◆ positioned to support a variety of marketing efforts, events/festivals, public art and advocacy

## *City of Rochester*



- ◆ a continuation of supportive policies for a strong downtown
- ◆ has a role and obligation as one of downtown's primary activity anchors.

# *Suggested Roles and Responsibilities*

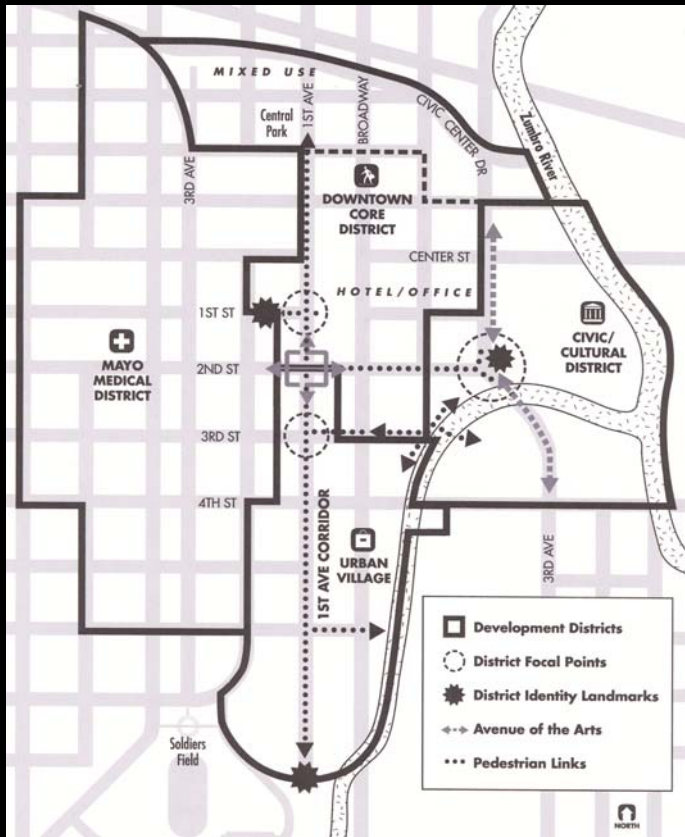
## *Mayo Clinic*



- ◆ provide expertise and financial support for the proposed downtown management organization and special services district
- ◆ partner in efforts to plan and implement improvements

# *Recommendations for Moving Forward*

## *Downtown Environment*



- ◆ subdistrict focal points
- ◆ pedestrian corridors
- ◆ Broadway street crossings
- ◆ wayfinding/directional sign system
- ◆ encourage employees to stay downtown
- ◆ Avenue of the Arts
- ◆ public art
- ◆ skywalk completion and enhancements
- ◆ neighborhood connections

# *Recommendations for Moving Forward*

## *Economic Development*

- ◆ housing marketing initiatives
- ◆ Galleria revitalization strategy
- ◆ Mayo Clinic joint development opportunities
- ◆ business support initiative





# *Recommendations for Moving Forward*

## *Public Finance and Regulatory Climate*

- ◆ downtown tax abatement district
- ◆ special services district (SSD)
- ◆ urban village overlay
- ◆ process incentives for desirable uses
- ◆ downtown historic district
- ◆ civic facility preference policy for downtown





# *Recommendations for Moving Forward*

## *Parking Management*

- ◆ simplify the parking validation program
- ◆ perform parking utilization analyses
- ◆ expand special event parking supply
- ◆ continue upgrades to parking access and revenue control systems
- ◆ renovate the 2<sup>nd</sup> street ramp



# *Recommendations for Moving Forward*

## *Marketing and Management*



# *Implementation Steps – Next 12 Months*

## *Downtown Environment*

- ◆ Rochester “Town Square” at 1<sup>st</sup> Street  
*complete design and development planning*
- ◆ Wayfinding/Directional Signage System  
*complete design of system, including downtown “brand identity”*
- ◆ Avenue of the Arts  
*convene arts groups, initiate design*

# ***Implementation Steps – Next 12 Months***

## ***Economic Development***

- ◆ Housing Market Initiatives

  - identify sites, attract developers to encourage housing*

- ◆ Galleria Revitalization

  - work with receiver/owner to support reinvestment, tenanting*

## ***Parking Management***

- ◆ “First Hour Free” validation program

  - evaluate feasibility of simplifying/changing validation program*

# ***Implementation Steps – Next 12 Months***

## ***Public Finance and Regulatory Climate***

- ◆ Create Tax Abatement District  
*form district by Fall 2004*
- ◆ Create SSD  
*business plan - Fall 2004, petition and formation – Spring 2005*
- ◆ Create Urban Village Overlay  
*create overlay to accommodate mixed-use development*
- ◆ Civic Facility Preference for Downtown  
*policy to grow city/county downtown*

# *Implementation Steps – Next 12 Months*

## *Marketing and Management*

- ◆ Create the Downtown Alliance

  - create Alliance*

  - form committees*

  - support creation of the SSD*

  - secure seed funding*

  - hire executive director*

